



**CREATIVE ASSOCIATES INTERNATIONAL<sup>INC</sup>**  
**CREA Internacional de El Salvador**  
**Proyecto de Participación Ciudadana y Gobernabilidad**

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# **Citizen Participation and Governance Project**

**Annual Action Plan  
Oct. 1, 2003-March 30, 2005**

**Prepared for:**

**United States Agency for International Development (USAID)  
El Salvador**

**Cooperative Agreement No. 519-A-00-00-00041-00**



AGENCY FOR INTERNATIONAL DEVELOPMENT  
UNITED STATES OF AMERICA A.I.D. MISSION  
TO EL SALVADOR  
C/O AMERICAN EMBASSY,  
SAN SALVADOR, EL SALVADOR, C.A.

October 20, 2003

Mr. David Holiday  
Chief of Party  
Creative Associates International, Inc.  
(CREA/El Salvador)

Ref: Cooperative Agreement No. 519-A-00-00-00041-00  
Work Plan for the Period October 2003-March 2005

Dear Mr. Holiday:

The Democracy and Governance (DG) Office of USAID/El Salvador acknowledges receipt of the Action Plan for the referenced period presented by Creative Associates International, Inc. for USAID approval.

We have reviewed this Plan and determined that the period covered until the termination date of the Cooperative Agreement is acceptable and that the activities proposed for each programmatic area (Civil Society, Legislative Assembly and Transparency) are consistent with the purpose of the Agreement.

Therefore, as Cognizant Technical Officer (CTO), designated by the Contracting Officer, I hereby approve the Action Plan for the period October 1, 2003 to March 30, 2005 with the understanding that the Plan will be carried out based on CREA's financial projections that fall within the overall budget of the Agreement.

Sincerely,

Mauricio Herrera Coello  
CTO

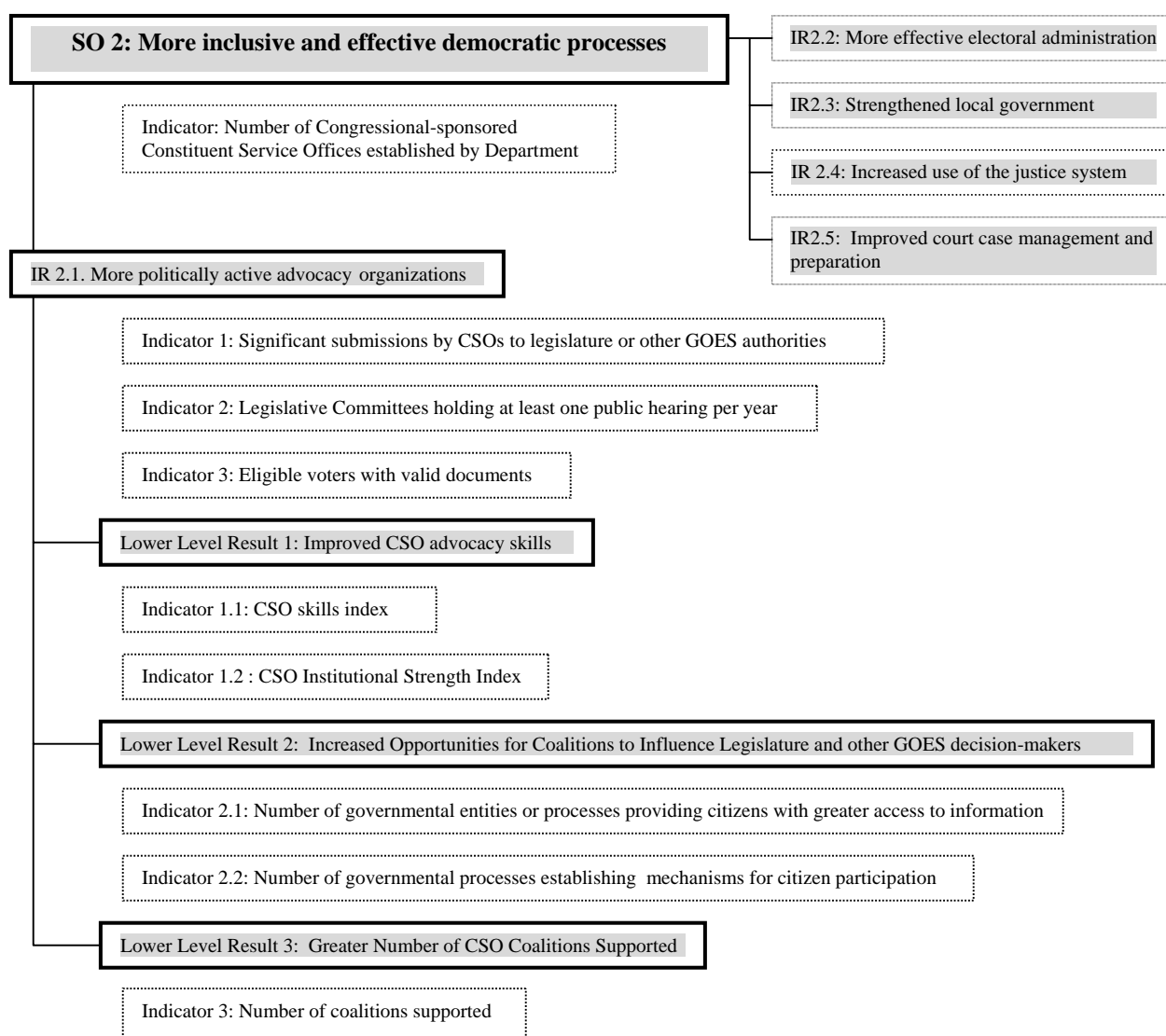
Democracy and Governance Office

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## I. Introduction

This Work Plan covers fiscal year 2004 for this cooperative agreement, which ends March 30, 2005. This report will enumerate future plans, propose indicators and targets, while providing a summary of the results achieved thus far. The plan is structured around the indicators to highlight how the projects' goals are being monitored and evaluated. In addition to the indicators used by USAID to report results to Washington, we have continued to include indicators for measuring progress vis-à-vis transparency work as well as the strengthening of civil society organizations. Both in the planned activities listed under each indicator, as well as in the summary of activities planned over the next 18 months, specific goals for training are listed. In addition, it is worth noting that no further commodity procurement is envisioned. With respect to consultants, the project will continue to rely on local hires, with only minimal short-term international consultants used potentially in the areas of ethics and transparency as well as CSO sustainability. The summary of activities also includes a breakdown per area (civil society, legislative assembly, transparency) of the approximate cost per month, for the remaining 18 months.



## II. Annual Action Plan: October 2003-March 2005

### A. Strategic Objective 2: More Inclusive and Effective Democratic Processes

#### **Indicator #4: “Number of Congressional-sponsored Constituent Service Offices established by department”**

*Description: A Departmental Constituents Office is a new outreach mechanism for Congressional representatives to have more direct contact with their constituents. A Service Office is staffed and paid for by the National Assembly and must have at least one scheduled visit per month by Deputies.*

2000 Target	2000 Total	
3	3	
2001 Target	June 2001 Total	December 2001 Total
4	3	3
2002 Target	June 2002 Total	September 2002 Total
5	3	3
2003 Target*	March 2003 Total	September 2003 Total
5	3	3
2004 Target*	March 2004 Total	September 2004 Total
5		
2005 Target*	March 2005 Total	
5		

\* In 2003, we began calculating results based on the fiscal year (October-September)

As noted in the program description, CREA/UT had expected to contribute to the establishment of two new offices in 2003, but this is dependent on the decision of the Legislative Assembly. We have set March and June as potential dates in 2004 during which new offices might be opened. If these are opened, then the target of five departmental offices will be met.

#### **Planned activities for next eighteen months**

- The opening of two departmental offices, possibly by March and June 2004
- Design and establishment of the *Oficina de Atención Ciudadana* (Constituent Services Office) within the Legislative Assembly by January, which would enable citizens to channel complaints and concerns immediately to their legislators, or solicit information.
- Ongoing support for the departmental offices includes:
  - Preparation of annual work plans and timelines, with the involvement of the office staff and legislators from the respective departments.
  - Monitoring and oversight of the departmental offices to insure a successful integration with the Legislative Assembly.

- Ongoing provision of information on legislative activities, disseminated by the departmental offices to civil society organizations and state institutions.
- **Planned accomplishments for next eighteen months**
  - Two new departmental offices functioning, with existing departmental offices with improved capacity for attending to citizens
  - Formal functioning of the *Oficina de Atención Ciudadana*, which will include the Legislative Hotline and improved citizen services at the Legislative Assembly.

## **B. Intermediate Result 2.1: More politically active advocacy organizations**

### ***Indicator #1: Significant submissions by CSO coalitions or CSOs to legislature and other GOES authorities***

*Description: “Significant submissions” are defined as draft bills/laws, position/policy papers, proposals or relevant studies. “Decision makers” are defined as GOES ministers, heads of GOES autonomous agencies, GOES regional directors and members of the Legislative Assembly.*

2000 Target	2000 Actual	
2	2	
2001 Target	June 2001 Actual	December 2001 Actual
4	1	3
2002 Target	June 2002 Actual	September 2002 Actual
5	9	24
2003 Target*	March 2003 Total	September 2003 Total
5	6	7
2004 Target*	March 2004 Total	September 2004 Total
5		
2005 Target*	March 2005 Total	PROJECT TOTAL
2		

\* In 2003, we began calculating results based on the fiscal year (October-September)

The target of five “significant submissions” was exceeded in FY 2003. The seven submissions were made by OEF (2), FUNDE (1), Salvanatura (1) and MIRE (3). The target of five remains the same for FY 2004, and we fully expect to meet that goal. In addition to the four projects listed below, which are being implemented, several more are pending for approval before USAID as of this writing. Notably, many of the projects approved will produce more than one “significant submission.” In addition, the four transparency projects currently being implemented or approved (see Indicator 2.1 below) as well as new projects that may be approved in the upcoming transparency grants cycle will yield further submissions that will be counted here. Should funds still be available, we will potentially open a grants cycle for short, six-month projects in the second quarter of 2004.

Organization	Proposal
OEF	Monitoring the implementation of laws related to the recognition of children and child welfare, as carried out by the Procuraduría General de la República as well as the family courts.
CEMUJER	Reforms for improving the implementation of the Law against Intra-family Violence, in order to reduce levels of intra-family violence in the country.
FUNDE	Changes to the municipal code to improve transparency and citizen participation in municipal governance.
MIRE	Governance with authentic representation: electoral and political party reforms

- **Planned activities for next eighteen months**
  - Ongoing monitoring of the four projects currently being implemented
  - Initiation of new projects approved in October 2003
  - Opening of new grants cycle in April 2004, for short-term projects
- **Planned accomplishments for next eighteen months**
  - At least five “significant submissions” presented to governmental authorities, but likely double that number

***Indicator #2: Legislative committees holding at least one public hearing per year***

*Description: A “public hearing” is defined as a committee hearing announced by the Legislative Assembly at which citizens may submit input or testimony. The announcement may be done in any newspaper, radio spots, newsletter or Web pages.*

2000 Target	2000 Actual	
1	1	
2001 Target	June 2001 Actual	December 2001 Actual
5	3	6
2002 Target	June 2002 Actual	September 2002 Actual
8	6	7
2003 Target*	March 2003 Total	September 2003 Total
9	3	6
2004 Target*	March 2004 Total	September 2004 Total
10		
2005 Target*	March 2005 Total	
3		

\* In 2003, we began calculating results based on the fiscal year (October-September)

The mechanism of public hearings will continue to be utilized in the Legislative Assembly, although between November 2003 and May 2004 the frequency may diminish due to the electoral campaign. Nevertheless greater efforts will be made to reach out to new committees who might benefit from support in holding public hearings.

- **Planned activities for next eighteen months**
  - Continued assistance to committees requesting support for public hearings or forums
  - Studies carried out by interns in support of legislative issues, sometimes contributing directly to public forums and hearings
- **Planned accomplishments for next eighteen months**
  - Twelve commissions will hold hearings or forums with citizen participation
  - Commissions utilize various consultative mechanisms to engage citizens

**Indicator #3: Eligible voters with valid documents**

*Description: Eligible people are defined as those 18 years old or older. It will be determined based on the 1992 Census. Eighteen is the legal age to obtain the Documento Unico de Identidad (Single-identity document, or DUI). The number of people with the DUI is divided by the number of eligible people at the end of each calendar year.*

2000 Target	2000 Actual	
-	-	
2001 Target	June 2001 Actual	December 2001 Actual
1,500,000	-	108,451
2002 Target	June 2002 Actual	December 2002 Actual
3,000,000	1,339,999	1,931,002
2003 Target	March 2003 Total	September 2003 Total
N/a	2,863,827	3,291,564
2004 Target	March 2004 Total	September 2004 Total
N/a		
2005 Target	March 2005 Total	
N/a		

This indicator is dependent on progress made in the USAID-funded project with UNDP that is working with the *Registro Nacional de las Personas Naturales* (RNPN). The RNPN will provide updated information to the TSE, which will allow it to update the Electoral Registry. Computer servers were supplied to the TSE for this purpose in the past year, but no future activities are planned.

- **Planned activities for next eighteen months**
  - None



## C. Lower-Level Result 1: Improved Advocacy Skills of CSOs

### **Indicator 1.1: CSO Skills Index**

*Description: This index will measure improvements in the advocacy skills of CSOs in the following areas: Campaign Planning, Alliances, Coalitions, Lobbying, Research, Monitoring, Constituency Activities, Media, Educational Strategy, and Record Keeping and Monitoring.*

	<i>Baseline</i>	<i>Target</i>	<i>Sept. 2003</i>	<i>March 2004</i>	<i>Sept. 2004</i>	<i>FINAL</i>
OEF	13.25	40	13.25			
CEMUJER	1	20	1			
FUNDE	2.25	25	2.25			
MIRE	11.5	31	11.5			

\*See appendices for further information on how this index is rated.

The baseline for this index is set as a result of the institutional evaluation carried out by CREA staff during the project design period, and targets are set by the time of the signing of the agreement with each CSO. Improvement in this index depends upon actual activities carried, which explains why some previous counterparts--which had made substantial gains in the past--are starting off with such a low baseline. CREA staff make quantitative evaluations every six months just prior to the submission to USAID of the semester report, although monthly systematization meetings permit ongoing analysis of progress made.

This index was reviewed in 2003, and modified slightly so as to improve its applicability to CSO public policy monitoring projects. The projects under implementation have only recently begun, thus the September mark does not differ from the baseline reported. Future approved projects will be similarly measured, and reported upon in the next semester report.

- **Planned activities for next eighteen months**

- Evaluations of new counterparts to determine further needs
- Systematic training for CSO counterparts and others, including
  - Monitoring of public policy in general terms
  - Monitoring of national budgetary processes
  - Training in negotiation skills
  - Training on how to work with the media
  - Training on conflict resolution in coalitions
  - Training with CSOs participating in the next grants cycle
- Monthly systematization meetings with CSO counterparts

- **Planned accomplishments for next eighteen months**

- A training plan for each CSO counterpart will be designed and implemented.

- CSO counterparts will begin monitoring public policy, especially with respect to budgets, and provide regular reporting to their constituents and the public in general
- CSOs will better understand how to monitor legislation, and analyze national-level budgets in their areas.
- Counterparts will be better prepared to speak in public and before the media
- The campaign experiences of each counterpart will be well documented

***Indicator 1.2: Institutional Strength Index***

*Description: This index will measure improvements in CSOs' Financial administration, Sustainability, and External relations.*

	<i>Baseline</i>	<i>Target</i>	<i>Sept. 2003</i>	<i>March 2004</i>	<i>Sept. 2004</i>	<i>FINAL</i>
OEF	10	12	10			
CEMUJER	4.5	7.5	4.5			
FUNDE	7.5	10	7.5			
MIRE	7	9	7			

The baseline for this index is also set as a result of the institutional evaluation, and targets are set by the time of the signing of the agreement with each CSO.

This index was also revised in 2003, and improvements made based on past experiences. Indicators related to sustainability have been added.

- **Planned activities for the next eighteen months**
  - Training plans for each CSO
  - Training of trainers in sustainability for CSOs
  - Financial and administrative TA&T for new CSO counterparts
- **Planned accomplishments for the next eighteen months**
  - New CSO counterparts will have improved financial systems that will enable them to better administration their grants
  - A group of trainers will be formed, capable of providing sustainability training to their own organizations and others
  - Training needs will be devised and implemented.

**D. Lower-Level Result 2: Increased Opportunities for Coalitions to Influence Legislature and other GOES decision-makers**

***Indicator 2.1: Number of governmental entities or processes providing citizens with greater access to information***

*Description: This indicator is cumulative, indicating the total number of processes supported during the life of the project.*

2000 Target	2000 Total	
n/a	2	
2001 Target	June 2001 Total	December 2001 Total
3	2	4
2002 Target	June 2002 Total	September 2002 Total
7	7	7
2003 Target	March 2003 Total	September 2003 Total
9	7	8
2004 Target	March 2004 Total	September 2004 Total
10		
2005 Target	March 2005 Total	
10		

\* In 2003, we began calculating results based on the fiscal year (October-September)

The Constituent Services Office, previously expected to open in 2003, is now scheduled for 2004, and will be a permanent source of information for citizens. Within the next year we also expect to be working with a government ministry or other entity on improving their access to information. If these two activities are carried out, CREA will have met its goals in this area.

- **Planned activities for the next eighteen months**
  - Awarding of new grants to CSOs for the implementation of one-year projects in transparency and access to information.
  - Legislative internships will produce at least 12 studies on policy issues that will be available to the public.
  - Civic education unit in the Modernization Committee will continue its educational efforts with school-age children throughout the country.
  - Establishment of Constituent Services Office in the Legislative Assembly
  - A government ministry seeking to improve their information access will be identified, and a project implemented
- **Planned accomplishments for the next eighteen months**
  - Constituent Services Office will be functioning and providing important services to citizens
  - A project with a government ministry on access to information will have been implemented

**Indicator 2.2: Number of governmental processes establishing mechanisms for citizen participation**

*Description: This indicator measures progress in the institutionalization of a culture of citizen participation in governmental policymaking and policy implementation processes. The totals are cumulative over the life of the project.*

2000 Target	2000 Total	
n/a	0	
2001 Target	June 2001 Total	December 2001 Total
3	1	4
2002 Target	June 2002 Total	December 2002 Total
7	6	6
2003 Target	March 2003 Total	September 2003 Total
8	6	6
2004 Target	March 2004 Total	September 2004 Total
8		
2005 Target	March 2005 Total	
8		

\* In 2003, we began calculating results based on the fiscal year (October-September)

Previously, five municipal ordinances were approved in 2001-2002 that institutionalized the practice of “contraloría social,” in four municipalities (San Antonio del Monte, Concepción Batres, Santa Elena, and San Francisco Javier) as well as in the northern micro-region of Chalatenango (comprising five municipalities). The sixth process was the system of public hearings instituted in the Legislative Assembly.

Two more activities are needed to reach the set target of eight processes institutionalizing citizen participation. The first should be easily reached with the establishment of the Constituent Services Office in the Legislative Assembly in 2004. The final activity will depend on progress, and the political will of the government, in establishing an Office of Government Ethics.

- **Planned activities for the next eighteen months**
  - Establishment of the Constituent Services Office in the Legislative Assembly, including the opening of a legislative hotline.
- **Planned accomplishments for the next eighteen months**
  - Public hearings will continue in the Legislative Assembly
  - Legislative Assembly departmental offices will demonstrate increased citizen interaction with legislators
  - Greater citizen utilization of Legislative Assembly resources by citizens

**E. Lower-Level Result 3: Greater Number of CSO Coalitions Supported****Indicator: Number of Coalitions Supported**

*Description: This indicator is predicated on the idea that coalitions have a greater chance of obtaining political change than individual organizations. This is a key criteria of evaluation by CREA of all CSO submissions for advocacy financing.*

2000 Target	2000 Actual	
n/a	1	
2001 Target	June 2001 Actual	December 2001 Actual
4	2	5
2002 Target	June 2002 Actual	September 2002 Actual
3	3	3
2003 Target	March 2003 Total	September 2003 Total
3	5	5
2004 Target	March 2004 Total	September 2004 Total
3		
2005 Target	March 2005 Total	
-		

In 2003, CREA supported five coalition efforts:

- ADEL: The grant awarded to ADEL, in itself a coalition of 20 civil society organizations, was specifically oriented to support a group of eight communities in their advocacy efforts.
- APSAL, comprised of six different nongovernmental organizations, worked with a group of six other professional and trade organizations to develop the proposed law on pharmaceuticals they presented to the Legislative Assembly.
- ANDAR, an association of rural water systems, grew from 116 members to 155 members over the course of the project.
- FUNDE: The project to reform the municipal code of El Salvador, spearheaded by FUNDE, actively involves a group of 44 civil society organizations that have coordinated efforts to formulate the reforms.
- ASDI promoted ten municipal ordinances in five municipalities in La Union in a process that actively incorporated community organizations and government representatives into local committees to support the ordinances.

In fiscal year 2004, new CSO Monitoring Grants and CSO Advocacy Grants (around new or reformed legislation) will be funded, of which we expect some to be organized in coalition efforts.

- **Planned Activities for the next eighteen months**
  - Project cycle for CSO Monitoring Grants and CSO Advocacy Grants opened
- **Planned accomplishments for the next eighteen months**
  - Coalitions will have been strengthened through the technical assistance provided by CREA

### III. Summary of activities for next eighteen MONTHS

	Civil Society	Legislative Assembly	Transparency/Elections
<b>October 2003</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> <li>Training in Analysis of National Budgets for monitoring projects</li> <li>Preparation of projects approved by USAID for CSO Advocacy Grants for new/ reform legislation</li> <li>Preparation and signing agreements with new counterparts</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing, SS</li> <li>Eight field presentations on legislative issues</li> <li>Six presentations on legislative issues at LAES</li> <li>Two legislative background studies</li> <li>Two new interns</li> </ul>	<ul style="list-style-type: none"> <li>Accompaniment and monitoring of civil society transparency projects</li> <li>Open cycle for transparency projects</li> </ul> <p><b>ONGOING for 12 months:</b></p> <ul style="list-style-type: none"> <li>Follow-up to the ethics law and office, with the Court of Accounts or other designated government entity</li> <li>Follow-up to access to information with a government entity</li> </ul>
<b>Monthly Expenditures</b>	\$72,000	\$40,000	\$40,000
<b>November 2003</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> <li>Continued training in Analysis of National Budgets for monitoring projects</li> <li>New advocacy Grants begin implementation</li> <li>Financial and administrative training for new CSO counterparts</li> <li>Training for systematization and reporting for new CSO counterparts</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing</li> <li>Eight field presentations on legislative issues</li> <li>Six presentations on legislative issues at LAES</li> <li>Two legislative background studies</li> <li>Two new interns</li> <li>Selection and Training for Constituent Service Office personnel</li> <li>Discussion of possible support for the press office</li> </ul>	<ul style="list-style-type: none"> <li>Accompaniment and monitoring of civil society transparency projects</li> <li>Selection of qualified transparency projects, sent to USAID</li> </ul>
	\$72,000	\$40,000	\$40,000
<b>December 2003</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing</li> <li>Six field presentations on legislative issues</li> <li>Six presentations on legislative issues at LAES</li> <li>Two legislative background studies</li> <li>Organization of the Interamerican Legislative Modernization Forum</li> <li>Design media strategy to</li> </ul>	<ul style="list-style-type: none"> <li>Accompaniment and monitoring of civil society transparency projects</li> <li>Pending USAID approval of new projects, preparation of grant agreements with new counterparts</li> </ul>

		promote Constituent Service Office	
	\$72,000	\$40,000	\$40,000
<b>January 2004</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> <li>Training in public speaking for all counterparts</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing</li> <li>Two public hearings, departmental offices</li> <li>Six field presentations on legislative issues</li> <li>Three presentations on legislative issues at LAES</li> <li>Two legislative background studies</li> <li>Opening of the Constituent Service Office</li> <li>Modernization Committee bulletin publication</li> <li>Public Promotion of the Constituent Service Office</li> </ul>	<ul style="list-style-type: none"> <li>Accompaniment and monitoring of civil society transparency projects</li> <li>Initiation of new civil society transparency projects</li> </ul>
	\$72,000	\$40,000	\$40,000
<b>February 2004</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> <li>Media workshop with all counterparts</li> <li>Training workshops on sustainability issues</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing</li> <li>Eight field presentations on legislative issues</li> <li>Six presentations on legislative issues at LAES</li> <li>Two legislative background studies</li> <li>Two new interns</li> </ul>	<ul style="list-style-type: none"> <li>Accompaniment and monitoring of civil society transparency projects</li> </ul>
	\$72,000	\$40,000	\$40,000
<b>March 2004</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> <li>Initiate media technical assistance for eligible counterparts</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing</li> <li>Six field presentations on legislative issues</li> <li>Three presentations on legislative issues at LAES</li> <li>One legislative background studies</li> <li>One new interns</li> <li>Potential opening of a new Departmental Office</li> </ul>	<ul style="list-style-type: none"> <li>Accompaniment and monitoring of civil society transparency projects</li> </ul>
	\$76,000	\$55,000	\$40,000

<b>April 2004</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> <li>Potential new grant cycle for short-term (six month) grants opened</li> <li>Workshop on negotiations with all counterparts</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing</li> <li>Two public hearings, departmental offices.</li> <li>Eight field presentations on legislative issues.</li> <li>Six presentations on legislative issues at LAES</li> <li>Two legislative background studies.</li> <li>Two new interns.</li> <li>Consultancy to review Constituent Service Office progress</li> </ul>	<ul style="list-style-type: none"> <li>Accompaniment and monitoring of civil society transparency projects</li> </ul>
	\$72,000	\$40,000	\$40,000
<b>May 2004</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing</li> <li>Eight field presentations on legislative issues</li> <li>Six presentations on legislative issues at LAES</li> <li>Two legislative background studies</li> <li>Two new interns</li> <li>Modernization Committee bulletin publication</li> </ul>	<ul style="list-style-type: none"> <li>Accompaniment and monitoring of civil society transparency projects</li> </ul>
	\$72,000	\$40,000	\$40,000
<b>June 2004</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> <li>Signing agreements with short-term advocacy grants</li> <li>Financial and administrative training for new CSO counterparts</li> <li>Training for systematization and reporting for new CSO counterparts</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing</li> <li>Eight field presentations on legislative issues</li> <li>Six presentations on legislative issues at LAES</li> <li>Two legislative background studies</li> <li>Two new interns</li> <li>Potential opening of a new Departmental Office</li> </ul>	<ul style="list-style-type: none"> <li>Accompaniment and monitoring of civil society transparency projects</li> </ul>
	\$72,000	\$55,000	\$40,000
<b>July 2004</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> <li>Media workshop with new counterparts</li> <li>Negotiations workshop</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing</li> <li>Two public hearings, departmental offices</li> <li>Eight field presentations on legislative issues</li> <li>Six presentations on legislative issues at LAES</li> <li>Two legislative background studies</li> </ul>	<ul style="list-style-type: none"> <li>Accompaniment and monitoring of civil society transparency projects</li> </ul>



	with new counterparts	<ul style="list-style-type: none"> <li>Two new interns</li> <li>Evaluation of progress made in the development of the CSO.</li> </ul>	
	\$72,000	\$40,000	\$40,000
<b>August 2004</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing</li> <li>Eight field presentations on legislative issues</li> <li>Six presentations on legislative issues at LAES.</li> <li>Two legislative background studies</li> <li>Two new interns</li> </ul>	<ul style="list-style-type: none"> <li>Accompaniment and monitoring of civil society transparency projects</li> </ul>
	\$72,000	\$40,000	\$40,000
<b>September 2004</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing</li> <li>Two public hearings, departmental offices</li> <li>Eight field presentations on legislative issues</li> <li>Six presentations on legislative issues at LAES</li> <li>Two legislative background studies</li> <li>Two new interns</li> <li>Modernization Committee bulletin publication</li> </ul>	<ul style="list-style-type: none"> <li>Accompaniment and monitoring of civil society transparency projects</li> </ul>
	\$72,000	\$40,000	\$40,000
<b>October 2004</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing, SS</li> <li>Eight field presentations on legislative issues</li> <li>Six presentations on legislative issues at LAES</li> <li>Two legislative background studies</li> <li>Two new interns</li> <li>One consultancy to assess the progress of the Constituent Service Office</li> <li>One consultancy to assess the progress of the Departmental Offices</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
	\$72,000	\$40,000	\$40,000

<b>November 2004</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing</li> <li>Eight field presentations on legislative issues</li> <li>Six presentations on legislative issues at LAES</li> <li>Two legislative background studies</li> <li>Two new interns</li> <li>Prepare a comprehensive report about overall activities sponsored by CREA/UT at LAES.</li> </ul>	<ul style="list-style-type: none"> <li>Begin close-out of transparency projects</li> <li>Preparation of final reports on transparency projects (civil society, access to information, ethics)</li> </ul>
	\$72,000	\$40,000	\$40,000
<b>December 2004</b>	<ul style="list-style-type: none"> <li>Monthly systematization meetings with current counterparts</li> <li>Ongoing monitoring and accompaniment of projects</li> <li>Closing activities with projects</li> </ul>	<ul style="list-style-type: none"> <li>One public hearing</li> <li>Six field presentations on legislative issues</li> <li>Six presentations on legislative issues at LAES</li> <li>Two legislative background studies</li> </ul>	<ul style="list-style-type: none"> <li>Finish reports on transparency projects</li> <li>Close-out of projects</li> <li>Begin writing of case studies on transparency document</li> </ul>
	\$72,000	\$40,000	\$40,000
<b>January 2005</b>	<ul style="list-style-type: none"> <li>Final systematization meetings with counterparts</li> <li>Receive final reports of counterparts</li> <li>Writing of final case studies document</li> </ul>	<ul style="list-style-type: none"> <li>Modernization Committee bulletin publication</li> <li>Closing of all activities and projects sponsored by CREA/UT at LAES: prepare operating and financial reports</li> </ul>	<ul style="list-style-type: none"> <li>Writing of case studies on transparency document</li> <li>Preparation of public conference on lessons learned/experiences in transparency</li> </ul>
	\$72,000	\$40,000	\$40,000
<b>February 2005</b>	<ul style="list-style-type: none"> <li>Writing of final case studies document</li> <li>Publication of final case studies document</li> <li>Write final report for area</li> </ul>	<ul style="list-style-type: none"> <li>Publication final/comprehensive report.</li> <li>Closing of all activities and projects sponsored by CREA/UT at LAES: prepare operating and financial reports</li> </ul>	<ul style="list-style-type: none"> <li>Publication of final document on transparency</li> <li>Public conference with counterparts</li> <li>Writing of final report for CREA</li> </ul>
	\$72,000	\$40,000	\$40,000
<b>March 2005</b>	<ul style="list-style-type: none"> <li>Presentation of final case studies document</li> <li>Close out activities for project</li> </ul>	<ul style="list-style-type: none"> <li>Closing of all activities and projects sponsored by CREA/UT at LAES: prepare operating and financial reports</li> </ul>	<ul style="list-style-type: none"> <li>Final report for CREA finished</li> <li>Finalize close-out of all activities</li> </ul>
	\$72,000	\$40,000	\$40,000
<b>TOTAL</b>	\$1,300,000	\$725,000	\$750,000

## **Appendix 1: CSO Advocacy Skills Index**

What follows is a description of the index questionnaire. It will be scored on a 0-5 scale, with one point or a fraction of a point scored for each question answered affirmatively. Each Project Grant approved is scored at the outset for a baseline, and then scored every six months by Project staff. A perfect score would be 50.

### **1. Campaign Planning**

- Does the organization do a periodical review of the objectives?
- Does the organization do a periodical review and adjustment of the advocacy proposal?
- Does the organization do an effective and periodic political analysis to evaluate the feasibility of their advocacy proposal?
- Does the organization research the opinions and interests of the main actors with respect to their advocacy proposal?
- Does the organization review their political analysis and strategies periodically?

### **2. Alliances**

- Has the organization formulated a plan to cultivate and work with allies?
- Have they contacted their allies and discussed with them the advocacy proposal?
- Has the organization obtained concrete commitments of support from their allies?
- Has there been an effective coordination between the organization and their allies?
- Have they kept their allies informed about the development of the campaign?

### **3. Coalitions**

- Does the coalition or membership organization have objectives that have been agreed upon by all of the members?
- Does the coalition or membership organization have a work plan, which has been agreed upon by all of the members?
- Does the coalition or membership organization have a clear and functional decision-making mechanism?
- Does the coalition or membership organization have clear agreements on responsibilities for each activity and task?
- Does the coalition or membership organization periodically evaluate how they are functioning?

### **4. Lobbying**

- Has the organization created a lobbying plan?
- Did the organization obtain the meetings with the actors they planned to lobby?
- Did the organization have meetings with the participants prior to the lobbying meetings to plan the meeting?

- Did the organization prepare written materials for the lobbying meetings?
- Did the organization evaluate the lobbying meetings afterward?

5. Research Capacity

- Has the organization clearly identified the objective of the investigation?
- Has the organization designed an adequate plan for the investigation?
- Has the organization designed adequate instruments for the collection of information?
- Does the organization use the monitoring activities as part of their data collection?
- Has the organization analyzed the results of their investigation?

6. Monitoring

- Does the organization monitor their public policy effectively?
- Does the organization monitor aspects of the national budget effectively?
- Does the organization monitor their issue in the Legislative Assembly effectively?
- Does the organization produce useful periodic reports on the results of their monitoring?
- Does the organization share important information about their monitoring with a network of actors interested in the issue?

7. Constituency Activities

- Does the organization have an effective plan for constituency activities?
- Does the organization maintain the constituency informed?
- Do they involve the constituency in the decision-making and tasks of the campaign effectively?
- Does the organization incorporate a gender perspective into their work with the constituency?
- Do they involve the constituency in the evaluation of the campaign?

8. Media

- Has the organization written an effective media plan?
- Does the organization monitor media coverage of their issue adequately?
- Does the organization develop and maintain contacts with individuals who work in the media?
- Does the organization periodically sponsor activities to specifically cultivate media contacts?
- Has the organization obtained any media coverage for the campaign?

9. Education

- Has the organization formulated a plan for educational activities on their issue and proposal?
- Has the organization clearly identified the audience they want to reach with these activities?
- Has the organization defined a clear message directed to the interests of the audience?
- Have they developed written or visual educational material?
- Has the organization evaluated the effectiveness of their educational strategy and materials?

10. Record Keeping and Monitoring

- Does the organization have written records of each external meeting?
- Does the organization document the activities of the campaign with photographs, materials and written proposals?
- Does the organization use the monthly meetings to evaluate the campaign effectively?
- Do they produce good written records of the monthly evaluation meeting?
- Does the organization write complete quarterly and semester reports?

## **Appendix 2: CSO Institutional Strength Index**

What follows is a description of the index questionnaire. It will be scored with one point or fraction of a point for each question answered affirmatively. Each Project Grant approved is scored at the outset for the baseline, and then scored every six months by Project staff. A perfect score would be 12.

### **1. Financial**

- Does the organization have an accounting system in accordance with the NGO registration law?
- Does the organization have supporting documentation for their counterpart contribution?
- Does the organization do monthly financial reports?

### **2. Sustainability**

- Does the organization have a strategic plan?
- Does the organization have a fundraising plan?
- Is the organization implementing their fundraising plan?
- Does the organization have a plan for sustainability?
- Does the organization involve the middle level managers in advocacy decisions and activities?
- Does the organization promote gender equity within their organization?

### **3. External Relationships**

- Does the organization maintain a close relationship with the constituency?
- Does the organization cultivate and maintain relationships with governmental entities and actors?
- Does the organization cultivate and maintain a clear public image?